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Annual overview report of the United Nations System Chief Executives Board for Coordination for 2013

Summary

The present report provides an overview of major developments in inter-agency cooperation within the framework of the United Nations System Chief Executives Board for Coordination (CEB) in 2013. The report highlights the key activities of CEB in fostering a coherent approach on policy, operational and management matters to enhance United Nations system-wide coordination in support of intergovernmental bodies. The report also provides information on efforts to enhance coherence and coordination on system-wide preparation and follow-up to United Nations conferences and summits. In 2013, CEB, through its High-level Committee on Programmes, focused specifically on system-wide support to the acceleration of the implementation of the Millennium Development Goals; enhancing implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action) by United Nations system organizations; advanced system-wide coordination in the preparation of the post-2015 development agenda; the nineteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change; and the third International Conference on Small Island Developing States. Seeking to increase the effectiveness and impact of operational activities of the United Nations system, CEB, through the United Nations Development Group, placed the highest priority on ensuring coherent implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations across the system with a firm focus on high-impact priority areas. With regard to administrative and management issues of system-wide concern, CEB, through its High-level Committee on Management, focused on modernizing human resources management and improving business practices. The report also highlights coordination activities between CEB and other jointly financed bodies.

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Contents

		Page
I.	Introduction	3
II.	Promoting system-wide preparation and follow-up to United Nations conferences and summits	4
	A. Accelerating implementation of the Millennium Development Goals	4
	B. Coordinating United Nations system-wide support in the preparation of the post-2015 development agenda	5
	C. Advancing United Nations system-wide implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020	7
	D. Supporting small island developing States	7
III.	Strengthening policy coherence and coordination	8
	A. Integrating human rights in the work of the United Nations system	8
	B. Contributing to international migration and development	9
	C. Promoting coordinated action on youth	10
	D. Addressing cybercrime and cybersecurity	10
	E. Facilitating United Nations system action on climate change	11
IV.	Enhancing the effectiveness, efficiency, coherence and impact of United Nations operational activities for development	12
V.	Improving and innovating administrative and management functions of the United Nations system	13
	A. Modernizing human resources management	13
	B. Improving United Nations business models	14
	C. Implementing the International Public Sector Accounting Standards	16
VI.	Improving transparency and accountability	16
VII.	Coordination between the Chief Executives Board and other jointly financed bodies	17
VIII.	Conclusions	18
Annex		
	Summary of the status of implementation of the conclusions and recommendations contained in the report of the Committee for Programme and Coordination on the work of its fifty-third session (A/68/16)	19

I. Introduction

1. Pursuant to Economic and Social Council resolution 2008 (LX), the present report provides an overview of the annual work of the United Nations System Chief Executives Board for Coordination (CEB). It also responds to the request by the General Assembly, in paragraph 4 (b) of its resolution 64/289 on system-wide coherence, to include appropriate information on the work of the Board in its annual overview report to the Economic and Social Council, which is also studied by the Committee for Programme and Coordination, in order to promote more effective dialogue. The present report covers the year 2013.

2. In response to General Assembly resolution 68/20, in which the Assembly endorsed the conclusions and recommendations contained in the report of the Committee for Programme and Coordination on the work of its fifty-third session (A/68/16, chap. III.A), the annual overview report highlights major activities carried out under the aegis of CEB to enhance United Nations system-wide coherence and coordination in support of and in conformity with intergovernmental mandates.

3. In resolution 68/20, in endorsing the conclusions and recommendations of the Committee for Programme and Coordination, the General Assembly emphasized the role of CEB in fostering policy coherence and coordination in the United Nations system to promote effective action in support of national priorities and in accordance with intergovernmental mandates. The Assembly welcomed in particular the efforts of CEB to contribute to the implementation of the Millennium Development Goals and noted the need for coordinated United Nations system-wide support in the preparation and follow-up of the post-2015 development agenda. The Board's work in support of a harmonization and simplification of business practices was recognized in the light of their potential for increasing efficiencies and reducing administrative and procedural burdens. In this context, the need to facilitate opportunities for developing countries and countries in transition in the procurement process in accordance with existing rules and regulations was stressed. Member States placed great importance on the transparency and accountability of CEB and encouraged the Board to continue to improve its dialogue with Member States.

4. The challenges facing the international community continue to grow in complexity and diversity, and will shortly take on new dimensions as the Millennium Development Goals reach their conclusion in the coming year. To support the efforts of Member States to meet these challenges, CEB brings to bear a coordinated approach to the broad range of expertise that exists across the United Nations system.

5. CEB also sought to improve transparency and accountability by launching a new CEB website (www.unsceb.org) and engaging in formal and informal exchanges and dialogues with Member States throughout the year. The Board also continued to coordinate with other jointly financed bodies, in particular the International Civil Service Commission and the Joint Inspection Unit.

6. In 2013, CEB welcomed the following new members: Li Yong, United Nations Industrial Development Organization, Mukhisa Kituyi, United Nations Conference on Trade and Development, Phumzile Mlambo-Ngcuka, United Nations Entity for Gender Equality and the Empowerment of Women, and Roberto Carvalho de Azevêdo, World Trade Organization.

II. Promoting system-wide preparation and follow-up to United Nations conferences and summits

7. Throughout 2013, CEB responded to calls by the General Assembly for system-wide coordination in the preparation and follow-up to United Nations conferences and summits, including the Millennium Summit, post-2015 development agenda, Istanbul Programme of Action for the Least Developed Countries, and the third International Conference on Small Island Developing States. In support of those conferences and summits, CEB developed joint contributions and enhanced United Nations system-wide coherence in the implementation of conference outcomes.

A. Accelerating implementation of the Millennium Development Goals

8. The Millennium Development Goals galvanized an unprecedented global effort to meet the needs of the world's poorest. Yet, despite substantial gains, many countries are struggling to meet one or more of the goals by the target date of 2015. With the Millennium Development Goal deadline rapidly approaching, CEB decided at its second regular session of 2012 to include a review of the implementation of the Millennium Development Goals at each of its forthcoming sessions through 2015. Bringing together the leaders of the United Nations system under the chairmanship of the Secretary-General, CEB has the ability to align the strengths, capacities and expertise of the member organizations to enhance coherence and to ensure that the United Nations system delivers as one on this critical agenda at the global, regional and country levels. To achieve the acceleration of the implementation of the Millennium Development Goals, CEB committed to taking a bold problem-solving approach to urgently and cohesively support country efforts to achieve tangible results. As noted, in its resolution 68/20 the General Assembly endorsed the conclusions and recommendations in the report of the Committee for Programme and Coordination (A/68/16), inter alia on the report of CEB and welcomed the CEB periodic review of the implementation of the Millennium Development Goals at the country level, as well as the Board's support to Member States (see resolution 68/20, para. 5, and A/68/16, para. 230).

9. The review is being conducted at the principal level under the leadership of the Secretary-General and the co-chairmanship of the Administrator of the United Nations Development Programme (UNDP) and the President of the World Bank Group. It identifies bottlenecks preventing progress in meeting the Millennium Development Goals and determines concrete steps for United Nations system organizations to help countries achieve substantial results. The review does not duplicate existing Millennium Development Goal tracking and monitoring mechanisms. Rather, it reinforces United Nations system-wide support to the implementation of country-owned action plans for the acceleration of Millennium Development Goals, ensuring a coordinated approach to the technical and operational expertise of the United Nations system.

10. In 2013, the first two rounds of review were completed. In total, three Millennium Development Goals in eight countries were considered by CEB: the Niger, the United Republic of Tanzania and Burkina Faso, on hunger and poverty (Goal 1); Ghana, El Salvador, Indonesia and Kyrgyzstan on maternal health (Goal 5); and Nepal on sanitation (target of Goal 7). The respective United Nations resident

coordinators and World Bank country directors joined the CEB members in an interactive dialogue to identify solutions to accelerate achievement of the Millennium Development Goals.

11. Broadly, the review has been regarded by the United Nations country teams as a useful exercise for prompting a fresh look at strategies to achieve the Millennium Development Goals at the country level. It has also improved coordination and cooperation among the organizations of the United Nations development system and the World Bank on the ground. CEB members offered a range of proposals for accelerating implementation of the Millennium Development Goals that would significantly scale up support in identified countries, promote greater alignment of agency programmes, and facilitate cross-country knowledge-sharing in relevant areas.

B. Coordinating United Nations system-wide support in the preparation of the post-2015 development agenda

12. In 2013, Member States affirmed not only their commitment to intensify efforts to accelerate the achievement of the Millennium Development Goals but also their determination to craft a strong post-2015 development agenda that would build on the foundations laid by the Millennium Development Goals. Pursuant to General Assembly resolution 68/6 containing the outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals, the post-2015 development agenda should reinforce the international community's commitment to poverty eradication and sustainable development through a coherent approach that integrates in a balanced manner the three dimensions of sustainable development into a single framework and set of goals, universal in nature and applicable to all countries. Member States emphasized the need for strong support of the United Nations system throughout all their work towards an inclusive and people-centred post-2015 development agenda.

13. In an effort to assist Member States in building a coherent post-2015 development agenda, the United Nations Development Group spearheaded an unprecedented, multi-stakeholder outreach to facilitate a global conversation to contribute to the work of the Secretary-General's High-level Panel of Eminent Persons on the Post-2015 Development Agenda and the deliberations of the Open Working Group on Sustainable Development Goals.

14. The ongoing initiative provides a space for people's voices, including a sustained effort to reach out to the poor and marginalized. To date, nearly 2 million people around the world have engaged in a conversation on their aspirations for a global development framework. The consultations were held as national dialogues led by United Nations country teams in collaboration with governments, civil society and other partners, global thematic consultations, along with the World We Want web platform (www.worldwewant2015.org) and My World global survey (www.myworld2015.org).

15. Building on the results of the national consultations, regional United Nations Development Group teams and the regional commissions convened consultations that further broadened the scope of country representation in the multi-stakeholder dialogues. Preliminary findings of the ongoing global initiative are captured in the United Nations Development Group reports (available from the World We Want web

platform), entitled *The Global Conversation Begins: Emerging Views for a New Development Agenda* and *A Million Voices: The World We Want — A Sustainable Future with Dignity for All*.

16. Throughout 2013, the High-level Committee on Programmes supported the preparatory process towards a post-2015 development agenda by assisting CEB in fostering system-wide coherence and addressing, in an integrated manner, challenges and opportunities faced by the United Nations system in defining its own role and contribution within a changed development policy environment. In this context, the High-level Committee on Programmes developed a United Nations system-wide view on the recommendations and findings of the report of the Secretary-General's High-level Panel of Eminent Persons on the Post-2015 Development Agenda (*A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development*) as an input to the report of the Secretary-General entitled "Accelerating progress towards the Millennium Development Goals: options for sustained and inclusive growth and issues for advancing the United Nations development agenda beyond 2015" (A/67/257). The United Nations system supported the key findings and recommendations of the report of the High-level Panel by endorsing the five big transformational shifts required to drive a universal post-2015 development agenda approach contained therein. These transformation shifts include: (a) leaving no one behind; (b) putting sustainable development at the core; (c) transforming economies for jobs and inclusive growth; (d) building peace and effective, open and accountable institutions for all; and (e) forging a new global partnership.

17. The High-level Committee on Programmes also prepared an issues paper that offered thought leadership and critical analysis for further reflection by the United Nations System Chief Executives Board for Coordination on the institutional and policy implications of a transformative and universal post-2015 development agenda with sustainable development at its core. Key among the challenges identified was the need for coherent integration of policies across the three dimensions of sustainable development within the broad context of the United Nations mandate of peace and security, development, human rights and the rule of law. At its November 2013 session, the United Nations System Chief Executives Board for Coordination subsequently reflected on key issues where a common understanding and clarity and unity of stance across the United Nations system would be essential. Those issues included, inter alia, the principle of universality; the relationship between the sustainable development goals and the unfinished Millennium Development Goal agenda; and means of implementation.

18. The United Nations System Chief Executives Board for Coordination concluded that for the United Nations system to remain effective in its support to Member States, it would need to converge around the conceptual, procedural and operational challenges to deliver on the future sustainable development agenda. To this end, the Chief Executives Board for Coordination called upon its subsidiary bodies to jointly develop options on how the United Nations system could best support Member States as the international community strives to transition to a new, universal development agenda centred on sustainable development, including implementation at the country level. Five interlinked elements were identified as critical for the post-2015 development agenda: (a) universality; (b) integration; (c) equality; (d) human rights; and (e) the data revolution. The implications of these elements for the United Nations development system as well as a number of possible accelerators for change will be further explored in 2014.

C. Advancing United Nations system-wide implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020

19. The least developed countries, representing the poorest group of developing countries, face unique economic, social and environmental vulnerabilities. The commitment of CEB to least developed countries and to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (Istanbul Programme of Action) followed from the Board's endorsement of a statement of support to the Fourth United Nations Conference on the Least Developed Countries, held from 9 to 13 May 2011 in Istanbul, Turkey. Subsequently, the High-level Committee on Programmes agreed to consider progress made by the United Nations system in mainstreaming the Istanbul Programme of Action at the five-year review mark.

20. In its resolution 67/220, the General Assembly invited the Secretary-General to appropriately integrate the work of the Inter-Agency Consultative Group for least developed countries led by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States within the framework of the High-level Committee on Programmes in order to ensure necessary coordination and monitoring of the implementation of the Istanbul Programme of Action on a system-wide basis, and to include implementation of the Istanbul Programme of Action as a standing item on the agenda of the Board. At its first regular session of 2013, the Board requested the High-level Committee on Programmes to work with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the Inter-Agency Consultative Group to develop ideas for furthering the implementation of the Istanbul Programme of Action.

21. At its twenty-sixth session, held in October 2013, the High-level Committee on Programmes endorsed a proposal submitted by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States related to the United Nations system-wide implementation of the Istanbul Programme of Action in the form of a toolkit. The proposal contained a series of actions to assist organizations that have not yet been able to mainstream the Istanbul Programme of Action in their work programmes. The Committee will hold a substantive discussion on the issue at its thirtieth session in 2015.

D. Supporting small island developing States

22. There are 38 countries in the Caribbean, the Pacific and the Atlantic, the Indian Ocean, the Mediterranean and the South China Sea that belong to the distinct group of small island developing States. The need to review and enhance the effectiveness, coherence and coordination of United Nations system support for small island developing States has been recognized by the General Assembly and the Economic and Social Council in various resolutions. Most recently in its resolution 68/238, paragraphs 5 and 22, the General Assembly reiterated its call for the strengthening of United Nations system support to small island developing States, as well as for the Secretary-General to ensure inter-agency cooperation and

effective participation and coherence within the United Nations system in the upcoming third International Conference on Small Island Developing States, to be held in Apia in September 2014.

23. At its second regular session in November 2013, CEB decided to hold a high-level side event in support of the Conference theme the "sustainable development of small island developing States through genuine and durable partnerships". The side event will demonstrate what the United Nations system, working together, can tangibly contribute to the sustainable development of small island developing States. In 2014, in the lead-up to the Conference, the High-level Committee on Programmes will consider how it may best promote efforts to strengthen coherence among United Nations system activities in support of small island developing States and make recommendations for consideration by CEB.

III. Strengthening policy coherence and coordination

24. In 2013, CEB pursued a number of initiatives for advancing policy coherence and programmatic coordination, in particular in the areas of international migration and development, youth, human rights, cybercrime and cybersecurity, and climate change. Those system-wide activities were carried out in response to intergovernmental mandates and were guided by the strategic vision adopted by the High-level Committee on Programmes, which outlines a range of emerging issues warranting consideration within the United Nations system (see CEB/2013/1, annex III).

A. Integrating human rights in the work of the United Nations system

25. The outcome document of the United Nations Conference on Sustainable Development held in Rio de Janeiro, Brazil, in June 2012, entitled "The future we want" (General Assembly resolution 66/288, annex) reaffirmed the importance of respect for human rights for sustainable development, peace and security and the rule of law. Building on the progress made in recent years in mainstreaming human rights into development work, efforts to integrate human rights into the work of the United Nations system culminated, in 2013, in "Rights up front", an initiative by the Secretary-General to renew the commitment of the United Nations to safeguard human rights around the world. In response, CEB, through its subsidiary mechanisms the High-level Committee on Programmes and the United Nations Development Group, enhanced its efforts to foster policy coherence in the area of human rights. The Board reaffirmed its commitment to the human rights principles of the United Nations, as established in the Charter of the United Nations and codified in the human rights conventions and declaration adopted under United Nations auspices, and in this context, endorsed the Secretary-General's statement of 22 November 2013, entitled "Renewing our commitment to the peoples and purposes of the United Nations".

26. The progress of United Nations reforms in the areas of human rights and development opened new windows of opportunity to engage and support Member States in fulfilling their human rights commitments and national development goals. Supporting the mutually reinforcing linkages between development, peace and security, and human rights, the United Nations Development Group fostered policy coherence and coordination in human rights mainstreaming and accelerated

implementation of key strategies to strengthen normative and operational linkages within the United Nations system, including through deploying human rights advisers to resident coordinator offices, strengthening guidance, and initiating work on a monitoring and evaluation framework for measuring United Nations country team performance with regard to human rights mainstreaming. The United Nations Development Group also committed to driving implementation of the "Rights up front" action plan by instructing United Nations country teams to take forward all those elements of the initiative that are relevant to their particular country contexts.

27. At the country level, United Nations country teams directed efforts towards assisting an increasing number of Member States requesting capacity development support on human rights to engage with United Nations human rights mechanisms, including the universal periodic review of the Human Rights Council, and to mainstream international human rights standards and obligations in national development strategies and processes.

28. Drawing on successful United Nations country team work, the United Nations Development Group issued a best practice publication, *Mcinstreaming Human Rights in Development: Stories from the Field*, to ensure the sharing of technical information, knowledge and expertise as an important component of the United Nations Development Group strategic vision for enhancing mainstreaming of human rights at the country level and demonstrating the potential of this work for advancing sustainable development.

B. Contributing to international migration and development

29. Acknowledging the important and complex interrelationship between international migration and development, and the need to deal with the challenges and opportunities that migration presents to countries of origin, transit and destination, the General Assembly, in its resolution 67/219, decided to hold a High-level Dialogue on International Migration and Development on 3 and 4 October 2013. In paragraph 7 of the resolution, the Assembly also invited United Nations system organizations and other relevant entities to contribute to the preparation of and participation in the High-level Dialogue.

30. Responding to the invitation of the General Assembly, CEB requested the United Nations Population Fund (UNFPA) and the International Organization for Migration (IOM), in collaboration with the Global Migration Group, to propose recommendations and outcomes as an input to the High-level Dialogue on International Migration and Development. They include actions to: (a) advance the human rights and human development aspects of migration; (b) strengthen the knowledge and evidence base; (c) mainstream migration into national development policies and plans, and into the post-2015 United Nations development agenda; (d) improve inter-State and multi-stakeholder engagement and cooperation; and (e) address emerging issues. The Board endorsed them at its first session in 2013 and also welcomed the development of a joint publication entitled *International Migration and Development: Contributions and Recommendations of the International System* (www.unsceb.org), which was launched on the margins of the High-level Dialogue.

C. Promoting coordinated action on youth

31. The World Programme of Action for Youth, adopted by the General Assembly in 1995, provides the policy framework and practical guidelines for national action and international support to improve the well-being of young people around the world. Member States have repeatedly requested the United Nations system to continue their coordination towards a more coherent, comprehensive and integrated approach to youth development, most recently in General Assembly resolutions 66/121 and 68/130.

32. Acting on the decision of CEB of April 2012 to take additional steps to improve coordination within the system on youth issues, the High-level Committee on Programmes tasked the United Nations Inter-Agency Network on Youth Development, under the leadership of the Department of Economic and Social Affairs of the Secretariat and the United Nations Human Settlements Programme (UN-Habitat), to develop a United Nations System-wide Action Plan on Youth.

33. The Action Plan on Youth was guided by the World Programme of Action for Youth and focuses on joint action by the United Nations system on the issues of employment, entrepreneurship, political inclusion, civic engagement and protection of rights, education (including comprehensive sexuality education) and health. Within each thematic area, commitments, measures and indicators to monitor implementation have been enumerated and are grounded in mandates received from intergovernmental bodies, including the World Programme of Action for Youth. On the recommendation of the High-level Committee on Programmes, CEB endorsed the United Nations System-wide Action Plan on Youth at its first regular session in April 2013. The United Nations System-wide Action Plan on Youth is expected to deepen the youth focus of new and existing programmes of the United Nations system and to promote joint programmatic work.

34. The Inter-Agency Network on Youth Development, under the leadership of the Department of Economic and Social Affairs and UNFPA, have subsequently developed guidance for implementation of the United Nations System-wide Action Plan on Youth and a communications strategy to widely publicize the Action Plan among United Nations system organizations, including at the country and regional levels.

D. Addressing cybercrime and cybersecurity

35. The interconnected nature of modern society accelerates commerce, opens vast opportunities for development and connects individuals across the globe on an unprecedented scale. However, the same technologies that Governments, private-sector enterprises and a growing proportion of the world's population depend upon every day also bring risks for security and privacy. In recognition of the increasing concern among agencies of the United Nations system regarding cybersecurity and cybercrime, CEB, through its High-level Committee on Programmes, endorsed a United Nations-wide framework on cybersecurity and cybercrime in November 2013. The framework establishes principles for program development activities related to cybercrime and cybersecurity as well as for better coordination among United Nations entities on this issue in support of Member States.

36. As it reviewed the information security landscape during its second regular session in November 2013, CEB focused its deliberations on the role that United Nations system organizations can play, both individually and collectively, to support intergovernmental deliberations relating to cybersecurity, cybercrime and information policies. To further these efforts, CEB agreed that United Nations system organizations would work together to develop a system-wide comprehensive and coherent strategy to support agencies as they address the challenges of cybersecurity, cybercrime and policies on information.

E. Facilitating United Nations system action on climate change

37. Promoting action on climate change features high on the agenda of Member States as well as the Secretary-General. The United Nations system, through the High-level Committee on Programmes Working Group on Climate Change, intensified its work in 2013 to facilitate United Nations system-wide coordination and coherence on climate change-related activities.

38. Sharing information on and lessons learned from action undertaken by the United Nations system in support of Member States' efforts in the implementation of climate change commitments was an important activity pursued by CEB in 2013. At the nineteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Warsaw from 11 to 22 November, the United Nations system held a CEB high-level event, under the Secretary-General's leadership, and coordinated a series of joint United Nations-system side events. The CEB high-level side event entitled "The United Nations system as a catalyst for climate action: promoting sustainable low-carbon development" sought to add impetus to the Secretary-General's leadership efforts by providing evidence that sustainable, low-carbon development can yield impressive economic, social and environmental benefits domestically while contributing to climate action globally.

39. The High-level Committee on Programmes, through the Working Group on Climate Change, also advanced collaboration on climate change activities in a number of programmatic areas in 2013. Several ongoing joint United Nations system climate initiatives have been deepened or expanded over the course of the year, including activities of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), Climate-Smart Agriculture, the Climate Finance Options Platform, the Global Framework for Climate Services and the One United Nations Training Service Platform on Climate Change (CC:Learn). Two new initiatives have also been developed within the context of the Working Group: the Task Team on Urban Risk Management and Climate-Smart Cities to promote joint programming of inter-agency climate projects and initiatives in cities; and Integrated spatial data for climate adaptation planning, an inter-agency initiative that seeks to inform vulnerability assessments and adaptation planning through a common spatial data framework for climate-related data.

IV. Enhancing the effectiveness, efficiency, coherence and impact of United Nations operational activities for development

40. In response to General Assembly resolution 67/226 on the quadrennial comprehensive policy review of United Nations operational activities for development of the United Nations system, the United Nations Development Group placed the highest priority on ensuring coherent implementation of the quadrennial comprehensive policy review across the system with a firm focus on high-impact areas. The United Nations Development Group agreed on the first-ever common United Nations Development Group action plan for the quadrennial comprehensive policy review and several United Nations entities aligned their new strategic plans with the quadrennial comprehensive policy review both in timing and content.

41. As called for in Economic and Social Council resolution 2013/5, the Department of Economic and Social Affairs, in collaboration with the United Nations Development Group and the High-level Committee on Management, developed a system-wide monitoring and reporting framework for the quadrennial comprehensive policy review, which is robust, evidence-based and cost-effective while imposing a minimum reporting burden on Governments and the United Nations system.

42. As called for in the quadrennial comprehensive policy review (General Assembly resolution 67/226, para. 140), the United Nations Development Group developed standard operating procedures as guidelines for the work of United Nations country teams in countries that choose to adopt "Delivering as one". The standard operating procedures represent a key tool for operational coordination and effectiveness at the country level, and serve as a means to bring more coherence and better alignment between the policy directions set by Headquarters and the needs and corresponding implementation at the field level.

43. As part of the standard operating procedures, the United Nations Development Group and the High-level Committee on Management identified and prioritized a set of 36 measures to be undertaken by United Nations Headquarters to further support and advance the scope of options for country-level consolidated support services. These measures are consolidated in the plan of action for Headquarters and include initiatives in the areas of procurement, information and communications technology, human resources, logistics and transport, audit, finance and common premises.

44. In response to General Assembly resolution 67/226 on the quadrennial comprehensive policy review, which encourages Member States making non-core contributions to give priority to pooled, thematic and joint funding mechanisms applied at the global, regional and country levels, the United Nations Development Group launched the "Delivering Results Together" Fund as successor mechanism of the "Expanded 'Delivering as one' Funding Window". The Fund supports high-performing United Nations programmes in low-income and lower middle-income countries that are implementing the "Delivering as one" approach and have established a functioning One United Nations Fund at the country level.

45. In response to the quadrennial comprehensive policy review, which called upon the United Nations development system to pursue gender equality and the empowerment of women in country programmes, the United Nations Development

Group agreed on common principles and standards for gender equality marker systems. The United Nations Development Group issued guidance on gender equality marker systems to all United Nations country teams, which will guide the development of an effective and coherent approach for tracking resources that support the achievement of gender equality results, and will allow system-wide reporting on funds contributing to the promotion of gender equality.

46. As called for in the quadrennial comprehensive policy review, the United Nations Development Group made it a priority to further improve the effective functioning of the resident coordinator system. To this effect, the United Nations Development Group strengthened the Resident Coordinator Assessment Centre to ensure that the profiles of resident coordinators are better aligned with the needs, priorities and challenges of programme countries. The new quadrennial comprehensive policy review mandates were reflected in the United Nations country team code of conduct and working relations guidance, which is a central tool for strengthening mutual accountability of the resident coordinator system at the country level.

47. In response to a request from the Economic and Social Council in its resolution 2013/5 and as called for in General Assembly resolution 67/226 on the quadrennial comprehensive policy review, the United Nations Development Group reached a landmark agreement on a centralized funding modality in support of the resident coordinator system at the global, regional and country levels. The funding modality is based on system-wide cost-sharing among all United Nations Development Group member organizations and entered into effect on 1 January 2014. It seeks to ensure that resident coordinators have the necessary, stable and predictable resources to effectively fulfil their mandates.

V. Improving and innovating administrative and management functions of the United Nations system

48. At its twenty-fifth session in March 2013, the High-level Committee on Management approved its Strategic Plan for 2013-2016, outlining the priority objectives for the Committee and its networks for the next three to five years. Among the key drivers of the High-level Committee on Management strategic plan, are the mandates set by the General Assembly in its resolution 67/226 on the quadrennial comprehensive policy review. The High-level Committee on Management strategic plan seeks to contribute to the commitment of Member States to enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system through the redesign and operationalization of administrative and management functions — so as to make the United Nations system organizations more adaptive and agile in delivering their programmatic mandates.

A. Modernizing human resources management

49. The High-level Committee on Management human resources management agenda has, as its overarching goal, the continued development of the international civil service as an independent, neutral, highly skilled and engaged resource to meet the ever-changing requirements of the international community. The High-level

Committee on Management, in 2013, continued to focus on the implementation of the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances, adopted by the United Nations system organizations in 2012. In particular, the Committee reviewed current inter-agency mobility practices to identify bottlenecks and respective solutions and established an Inter-Agency Working Group proposing concrete measures to provide a solid legal and procedural framework for transfers, secondments and loans among the organizations at the Headquarters and field levels.

50. Through the High-level Committee on Management, CEB also engaged in a comprehensive experience exchange on the implementation of good practices in performance management in its member organizations. Based on the continued work of an Inter-Agency Working Group on Performance Management, CEB members presented and discussed good experiences and lessons learned with regard to managing performance of teams and individual staff members.

51. Responding to the call by the General Assembly in its resolutions 62/208 and 64/289 for improved harmonization in human resources, a pilot project promoting harmonized recruitment practices in the field has been successfully completed and is currently being expanded in additional pilot countries for subsequent global adoption. Tools have been created to simplify joint recruitment in order to speed up hiring and to increase mobility for national officers and General Service staff in the field in the "Delivering as one" pilot countries.

52. The CEB secretariat continued to act as focal point for the methodological issues and regular updating of rates for short-term staff performing interpretation, translation and related functions. The net rates for interpreters and translators were calculated and issued by the CEB secretariat every six months.

B. Improving United Nations business models

53. The High-level Committee on Management strategic plan for 2013-2016 identifies harmonization and simplification of business practices as a core activity of the Committee. In this context, the plan focuses on common and shared services, improved common procurement practices, and other initiatives to improve efficiency and effectiveness of the United Nations system. The actions under this priority area respond to General Assembly resolution 67/226 on the quadrennial comprehensive policy review mandates on rationalization of business operations, inter-agency frameworks, establishment of common support services and greater collaboration in procurement. The feasibility study on enterprise resource planning inter-operability launched under the aegis of the Information and Communications Technology Network also falls under this priority area and is a direct response to relevant provisions in the quadrennial comprehensive policy review.

54. Several initiatives are under way in the area of common treasury services, which continue to deliver concrete results in the four focus areas of banking services, investments (including risk management), foreign exchange and payments. Negotiations are under way with the four largest banks with whom the United Nations does business to put in place global agreements that seek to gain benefits from increased economies of scale. Work has also commenced on negotiating new common banking agreements in large-volume and large-fee countries.

55. The High-level Committee on Management Finance and Budget Network has launched a project to develop common definitions of operating costs, paying due attention to the different business models of United Nations system organizations, in direct response to the quadrennial comprehensive policy review mandate in this respect.

56. The High-level Committee on Management Procurement Network has initiated a number of projects on the enhancement of common services, such as the common procurement of vehicles as well as the location-based procurement collaboration in Geneva, Rome, New York and Copenhagen. The High-level Committee on Management Procurement Network also continued its work to develop tools and methodologies to facilitate joint and common procurement at the country level. In collaboration with the United Nations System Staff College, the High-level Committee on Management has also supported the development of local capacity in United Nations country teams to implement the new approaches on joint procurement that these initiatives have delivered, including through train-the-trainer programmes.

57. In 2013, a new vendor registration system for procurement was introduced on the United Nations Global Marketplace, the common procurement portal of the United Nations system of organizations (https://www.ungm.org). This new system is expected to increase access to United Nations procurement by vendors from developing countries and from countries with economies in transition. Furthermore, it streamlines United Nations procurement processes, which reduces time and increases efficiency.

58. Recognizing the particular importance of support to operational activities for development, High-level Committee on Management and the United Nations Development Group continued their close cooperation to improve organizations' business models and make management and administrative processes more coherent and compatible across the United Nations system, to generate cost efficiencies while improving the quality of delivery, and to pursue the behavioural and cultural changes that are needed to modernize the work environment.

59. In this respect and in response to the request in General Assembly resolution 67/226 on the quadrennial comprehensive policy review to further pursue higher-quality, more effective and cost-efficient support services in programme countries, the United Nations Development Group piloted a common business operations strategy as a medium-term strategic planning framework for advancing consolidated support services in 11 countries. The strategy framework utilizes the harmonized rules and regulations delivered by the High-level Committee on Management to develop integrated support services at the country level and focuses on cost reduction and quality improvement in the areas of procurement, information and communications technology, logistics and transport, human resources and building management.

60. The High-level Committee on Management and the United Nations Development Group also assumed joint leadership in the design of an integrated business service centre and launched a joint United Nations system service facility in Brasilia. The facility, which is expected to be operational in 2015, will generate significant savings from increased efficiencies and reduced transaction costs.

61. Finally, under the leadership of the Department of Safety and Security of the United Nations Secretariat, CEB continued to make progress on issues relating to staff safety and security, in particular through the review and endorsement of new and updated policies developed with the active engagement of all members of the Inter-Agency Security Management Network.

C. Implementing the International Public Sector Accounting Standards

62. Since the adoption of the International Public Sector Accounting Standards (IPSAS)[1] in 2006 by the United Nations system through High-level Committee on Management (CEB/2006/3), 21 organizations have completed their IPSAS implementation successfully, with 10 of them issuing their first IPSAS-compliant financial statements for the year ended 31 December 2012 and obtaining unqualified audit opinions in 2013. The 11 organizations which adopted IPSAS in prior years continued to obtain unqualified audit opinions on their IPSAS-compliant financial statements. Three organizations with an adoption date of 2014 have made significant progress, achieving several critical milestones, and are on track with their IPSAS implementation plans. These results attest to the capability of the United Nations system to adopt IPSAS and sustain compliance with IPSAS to improve the quality of financial reporting, enhancing transparency and accountability.

63. Focus of the United Nations system-wide IPSAS project has shifted from IPSAS implementation to supporting sustained IPSAS compliance and ensuring realization of the benefits of IPSAS. Some of these post-implementation activities come with challenges. Organizations continue to share experiences and leverage lessons learned bilaterally and through the Task Force on Accounting Standards. In 2013 the Task Force commissioned four thematic focus groups led by members of the Task Force and supported by the system-wide IPSAS project's team to address the dividends and recurring costs of IPSAS implementation, the statement of internal control, reporting on inventories and useful lives of property, plant and equipment, and recognition of non-exchange revenue.

VI. Improving transparency and accountability

64. In response to paragraph 5 of General Assembly resolution 68/20 and paragraph 232 of the report of the Committee for Programme and Coordination on its fifty-third session (A/68/16), CEB made further efforts to interact and communicate with Member States through a series of formal and informal exchanges with Member States organized in the course of the year. These exchanges included four formal briefings on the work of CEB by the CEB secretariat to the Economic and Social Council in February, May, July and December 2013. In addition, the Committee for Programme and Coordination was apprised of the Board's key activities in June 2013. An informal presentation by the Vice-Chair of the High-level Committee on Management on harmonization of business practices was given on 5 February 2013.

[1] International Public Sector Accounting Standards (IPSAS) are independently developed financial reporting standards which are considered best practice for public sector entities.

65. CEB also made further progress in improving the sharing of information on its work through its website (www.unsceb.org). A new release of the CEB website was launched in March 2013, addressing points and requests raised by the various stakeholder groups that the website serves. Improvements were made in the general areas of content coverage, navigation and search, presentation and usability and performance.

66. One key improvement made during this period was in the presentation of United Nations system statistics. The roll-out of the harmonization of business practices financial statistics project resulted in an improved data definition, collection and visualization of organizations' individual and collective revenue and expenditure data. Based on the success of this initiative, work also began on harmonizing the presentation of human resources and procurement aggregated statistics data. These new sections will be introduced in the course of 2014 and leverage recent developments within the United Nations system in the area of data visualization.

67. In addition, the directory of senior officials was migrated from the United Nations system extranet to the CEB website in December 2013. This move was supported by a revision of the data, the collection of focal points within each organization and a decentralized publishing workflow.

VII. Coordination between the Chief Executives Board and other jointly financed bodies

68. Through its subsidiary bodies, CEB continues to substantially contribute to the processes of both ICSC and the Joint Inspection Unit.

69. The Human Resource Network of the High-level Committee on Management has a long history of meaningful participation in the sessions of ICSC. In 2013, the Network agreed to provide input into the ICSC comprehensive review of the United Nations common system compensation package, with the Co-Chairs of the Network participating as part of a contact group to support the development of a detailed workplan for the review. In addition, the Network contributed to the Commission's discussions regarding the mandatory age of separation.

70. CEB and the Joint Inspection Unit continued their already strong collaboration, especially in the light of Member States' requests to the Joint Inspection Unit to increase its consideration of issues of a system-wide nature. During the preparation of its reports, the Joint Inspection Unit was invited to interact with the mechanisms of CEB. For example, the High-level Committee on Management, through its Procurement Network, provided input into the preparation of the report on long-term agreements in procurement in the United Nations system, and the Information and Communications Technology Network supported the preparation of the report on enterprise resource planning systems. In addition, the Human Resources Network provided input into reports that concern human resource issues. These examples are indicative of the regular participation of the sub-bodies of CEB in the preparation of reports of the Joint Inspection Unit.

71. CEB also continues to assist the Joint Inspection Unit with the identification of relevant topics of system-wide impact for the programme of work of the Joint Inspection Unit.

VIII. Conclusions

72. Effective and coordinated action across programmatic, management and operational issues in support of intergovernmental mandates is essential in order for the United Nations system to deliver results that address global challenges facing the international community. In 2013, CEB, under the leadership of the Secretary-General, facilitated the United Nations system efforts to work together in a coherent and coordinated manner.

73. The quadrennial comprehensive policy review requires a coherent and coordinated response by the United Nations system and provides important directives to CEB and subsidiary bodies for follow-up action. Improving and innovating administrative and management functions of the United Nations system continued to be a high priority for CEB in 2013. In this context, progress has been made in the areas of human resources management and the simplification and harmonization of business practices.

74. Dialogue and interaction between CEB and Member States increased in 2013 through a series of briefings and presentation by the Secretary of the Board and the leadership of the High-level Committee on Management. The transparency and accountability of CEB to Member States was further enhanced by the development of a revised CEB website. CEB also continued its cooperation with other jointly financed coordination bodies, in particular with the Joint Inspection Unit and the International Civil Service Commission, and strengthened its cooperation with those bodies on issues of common concern.

Annex

Summary of the status of implementation of the conclusions and recommendations contained in the report of the Committee for Programme and Coordination on the work of its fifty-third session (A/68/16)

Conclusions and recommendations	*Status of implementation*
The Committee reaffirmed the importance of achieving the Millennium Development Goals and welcomed the periodic review by CEB of their implementation at the country level, as well as the Board's support to Member States. The Committee recommended that the General Assembly request the Secretary-General, in his capacity as Chair of CEB, to continue this support to Member States (para. 230).	Eight countries (Burkina Faso, El Salvador, Ghana, Indonesia, Kyrgyzstan, Nepal, Niger and United Republic of Tanzania) were considered by CEB in two Millennium Development Goal review sessions held in 2013. Implementation of commitments made at review sessions will continue to be monitored. The periodic review of the implementation of Millennium Development Goals will be carried out through 2015.
The Committee emphasized the key role to be played by CEB in ensuring coordinated United Nations system-wide support in the preparation of and follow-up to the post-2015 United Nations development agenda, in accordance with relevant intergovernmental mandates. For this purpose, the Committee recommended that the General Assembly request the Secretary-General, in his capacity as Chair of CEB, to report to the Committee in the context of its annual overview report to be submitted at its fifty-fifth session, on ways and means of strengthening that role to foster policy coherence in the United Nations system in order to ensure coordinated and effective action on the wide range of programmatic, management and operational issues linked to that global agenda (para. 231).	CEB fostered system-wide coherence and coordination in support of Member States' efforts in the preparation of the post-2015 development agenda by developing a United Nations system-wide view of the recommendations and findings of the report of the post-2015 High-level Panel of Eminent Persons on the Post-2015 Development Agenda as input to the report of the Secretary-General on accelerating progress towards the Millennium Development Goals (A/67/257); facilitating a global conversation as an input to the intergovernmental deliberations on the post-2015 development agenda; and reflecting on the policy and institutional implications of a universal post-2015 development agenda. In 2014, CEB will continue to explore how the United Nations system can best support Member States in the preparation of a new development agenda, including implementation at the country level.
The Committee reaffirmed the importance of continuing the dialogue between CEB and Member States in order to further improve the Board's transparency and accountability to Member States, and noted the efforts by CEB in this area, in particular the improvements to the Board's website. It recommended that the General Assembly request the Secretary-General, in his capacity as Chair of CEB, to continue these efforts (para. 232).	In order to enhance transparency and accountability, CEB held a number of formal and informal exchanges with Member States of the Committee for Programme and Coordination, and the Economic and Social Council. CEB improved the sharing of information on its work by launching a new website which included a number of enhanced features in the areas of content coverage, navigation and search, presentation and usability and performance.

Conclusions and recommendations	*Status of implementation*
The Committee recognized the work of CEB on the harmonization and simplification of business practices, and welcomed the instances in which opportunities for efficiencies and the reduction of administrative and procedural burdens had been generated. In that regard, the Committee requested that it be informed of future progress and recommended that the General Assembly bring to the attention of the Secretary-General, in his capacity as Chair of CEB, the need to continue to better address that issue (para. 233).	The High-level Committee on Management provided an update on the work of the Committee to the General Assembly Advisory Committee on Administrative and Budgetary Questions in May 2013. The briefings provided information on the programme of work of the Committee and on the results and achievements of the initiatives that have been or are being undertaken.
The Committee noted that some of its recommendations that the General Assembly endorsed had not been implemented, and therefore it reiterated its recommendations to the Assembly to bring to the attention of the Secretary-General, in his capacity as Chair of CEB, the following concerns:	
(a) The need to ensure that the Board's activities and initiatives, including those related to system-wide coherence, which also included "Delivering as one" as defined in section IV.C of resolution 67/226, were in line with intergovernmental mandates;	As called for in the quadrennial comprehensive policy review, the United Nations Development Group has streamlined the "Delivering as one" approach based on Standard Operating Procedures for United Nations country teams in countries wishing to adopt the approach, as well as a Plan of Action to address remaining challenges and bottlenecks at the headquarters level for ensuring effective implementation of the approach.
(b) The need to ensure the enhanced alignment of the measures of the High-level Committee on Management with the existing United Nations legislative framework, including in the area of procurement (para. 234).	At its session held in October 2013, the High-level Committee on Management reviewed the activities in its strategic plan against the mandates of General Assembly resolution 67/226 and other resolutions and found that all activities, including those related to procurement, are fully in line with existing mandates.
With regard to the inclusion in the report of CEB of a summary of the status of implementation of the Committee's conclusions and recommendations, the Committee recommended that the General Assembly request the Secretary-General, in his capacity as Chair of CEB, to ensure that in future such summaries are improved and evidence-based (para. 235).	Efforts have been made to enhance the presentation and content of the summary of the status of implementation of the conclusions and recommendations contained in the report of the Committee for Programme and Coordination by providing more details on the work of CEB.

Conclusions and recommendations	*Status of implementation*
The Committee recommended that the General Assembly request the Secretary-General, in his capacity as Chair of CEB, to continue to facilitate opportunities for developing countries and countries with economies in transition in the procurement processes of the United Nations system, in accordance with existing rules and regulations (para. 236).	Through its Procurement Network, the High-level Committee on Management has continued its emphasis on increasing the vendor base for procurement. With support from the High-level Committee on Management, a simplified vendor registration system was put in place at the United Nations Global Marketplace, the system-wide procurement portal, in November 2013. The United Nations Office for Project Services produces a detailed report on procurement in the United Nations system and the share of United Nations procurement by developing countries and countries with economies in transition has continuously increased. In 2012, the latest report issued, a total of 61.7 per cent of United Nations system procurement came from developing countries and from countries with economies in transition, up by 2 per cent from 2011. Comprehensive procurement data, and the full report, are available on the CEB website.